

DD/A 1
78-1378Executive Secretary
78-5168

7 APR 1978

*Final
as issued*

MEMORANDUM FOR: Deputy Director for Administration
Director, National Foreign Assessment Center
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, E Career Service

FROM: Frank C. Carlucci
Deputy Director of Central Intelligence

SUBJECT: Uniform Promotion System

1. Many of the personnel policies of the Agency have been carefully reexamined during the last several months. We have concluded that the Agency and its employees will benefit from the adoption of a more uniform Agency-wide promotion system. The adoption of such a system, as described in this memo will increase employee awareness of promotion opportunities and will ensure more promotion headroom by implementing existing Agency regulations concerning identified marginal performers. We recognize that each career service has unique characteristics and problems which require consideration. This new approach will allow recognition of that uniqueness, but will also call for more expanded statements of promotion criteria by the several career services.

2. The new approach to establishing this promotion system will be based on the following precepts:

a. A minimum target for annual promotion of qualified people by grade will be established and published by each career service as an aid to each employee's career planning. The Office of Personnel will work with each career service in creating these promotion targets.

b. These promotion rates will be sustained for the most part through normal attrition, but additionally it will be necessary to apply aggressively the current regulation for the STATINTL identification of the bottom three percent evaluated annually. The bottom three percent is not simply determined by ranking, but also by an absolute determination of the employee's value and potential as assessed by the evaluation panels and career service boards.

c. As a further protection to the employee identified in this process, the career services will establish an independent panel to review each case on its individual merits and present its findings to the head of the career service.

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d. The common criteria for promotion in all career services are presently set forth [redacted] Further guidance on these precepts is under study. The career services should carefully consider [redacted] with a view to adding specific criteria as applicable to each particular career service or subgroup. The publication of these specific criteria will further the individual employee's understanding of how selection for promotion is achieved, and how to become qualified for promotion. Any additional promotion criteria must be developed and published by the career services by 15 May 1978.

e. As already established for the D Career Service, the rankings and recommendations for promotion from the evaluation boards and panels can only be changed by the Director.

f. There will be established and published a uniform promotion schedule for all career services (i.e., all GS-09's will be promoted in the same month, etc.). The Office of Personnel will work with the heads of the career services in establishing an Agency-wide uniform promotion schedule for all grades. The lists of those promoted will be published and available to all employees.

/s/ Frank C. Carlucci

Frank C. Carlucci

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Rewritten:DDA:JFB/ake:kmg (4 Apr 78)

Rewritten:DDCI:FCCarlucci:sm (7 Apr 78)